DOCUMENT RESUME

ED 452 762 HE 033 977

AUTHOR	Morris, L. Michelle; Cejda, Brent D.
TITLE	Integrated Marketing in Higher Education. Research Report 01-01.
INSTITUTION	West Texas Higher Education Research Consortium, Lubbock, TX.
PUB DATE	2001-00-00
NOTE	56p.
PUB TYPE	Information Analyses (070)
EDRS PRICE	MF01/PC03 Plus Postage.
DESCRIPTORS	Cost Effectiveness; *Enrollment; *Higher Education; *Integrated Activities; *Marketing

ABSTRACT

Integrated marketing deals with aspects often referred to as the "4 Ps": product, price, place, and promotion. These aspects have also been described as the "4 Cs": customer, cost, convenience, and communication. Integrated marketing has been defined as "a listening-first, database-dependent approach to marketing that includes both a willingness to segment and coordinate such strategic assets as product/customer, price/cost, and place/convenience and to develop effective promotion/communication strategies for key target audiences" (R. Sevier, 2000). Generally, universities have used marketing to enhance enrollment. Integrated marketing includes enrollment management, but the integration may include aspects of institutional advancement, image enhancement, and public relations. Most certainly, planning is an important part of integrated marketing efforts. Integrated marketing became a popular buzzword on college campuses during the 1990s. By 1999, a majority of colleges and universities in the United States reported practicing integrated marketing concepts at some level. This report provides an introduction to the concept and reviews sources related to integrated marketing in seven areas: (1) advancement; (2) enrollment management/recruiting; (3) image/branding; (4) integrated marketing/integrated marketing communication; (5) marketing/marketing management; (6) planning; and (7) public relations/promotion. Key resources in each of these areas are annotated in seven appendixes, and additional references are provided. (Contains 46 references.) (Author/SLD)

Reproductions supplied by EDRS are the best that can be made
from the original document.

ED 452 762

INTEGRATED MARKETING IN HIGHER EDUCATION
Research Report 01-01

Prepared by
L. Michelle Morris
Brent D. Cejda

West Texas Higher Education Research Consortium*
Higher Education Program
College of Education
Texas Tech University
Box 41071
Lubbock, TX 79409

B. Cejda

*Sponsoring Institutions

Abilene Christian University
Angelo State University
Cisco Junior College
Hardin Simmons University
Howard College
Odessa College
South Plains College
Texas State Technical College – West Texas
Texas Tech University

© 2001 West Texas Higher Education Research Consortium
The findings and opinions expressed in the report are those of the authors and do not reflect the position or policies of the sponsoring institutions.

HE033977

BEST COPY AVAILABLE

The West Texas Higher Education Research Consortium

The Higher Education Program at Texas Tech formed an External Advisory Board in 1997. This Board is comprised of 10 community colleges, 4 public universities, 5 private colleges and universities, and 1 public technical college all located in the western part of the Texas. During the third annual meeting of the Board (February 1999) discussion centered on the development of a consortia that would collaborate on common institutional research issues and concerns. An initial survey of the Advisory Board institutions revealed that enrollment management was the most common institutional research issue. Based on an initial focus of enrollment management, the Consortium was formally organized at the fourth annual meeting of the Board (February 2000) with 9 of the 20 Board institutions joining. It is anticipated that participation in the Consortium will vary depending on the specific topics under study.

The Higher Education Program at Texas Tech coordinates the Consortium. Responsibility for the specific projects will vary among the full- and part-time faculty, depending on the specific expertise required. Dr. Brent Cejda, the Coordinator of the Higher Education Program, is directing the enrollment management project. His previous administrative experiences in areas of enrollment management include community colleges as well as both public and private colleges and universities. Eight sponsoring members are providing monetary support for the enrollment management project. The first report of the Consortium focuses on integrated marketing. The report provides an introduction to the concept and identifies resources to this widely used, but not commonly understood term.

TABLE OF CONTENTS

ABSTRACT 4

INTRODUCTION 5

APPENDICES

A. Advancement 15

B. Enrollment management/recruiting 18

C. Image/branding 25

D. Integrated marketing/integrated marketing communication 29

E. Marketing/marketing management 39

F. Planning in higher education 47

G. Public relations/promotion 52

ABSTRACT

Integrated marketing deals aspects often referred to as the 4 P's: product, price, place, and promotion. These aspects have also been described as the 4 C's: customer, cost, convenience and communication. Integrated marketing has been defined as "a listening-first, database-dependent approach to marketing that includes both a willingness to segment and coordinate such strategic assets as product/customer, price/cost and place/convenience and to develop effective promotion/communication strategies for key target audiences" (Sevier, 2000, p. 1). Generally, universities have used marketing to enhance enrollment. Integrated marketing includes enrollment management, but the integration may include aspects of institutional advancement, image enhancement, and public relations. Most certainly, planning is an important part of integrated marketing efforts.

Integrated marketing became a very popular buzzword on college campuses during the 1990s. By 1999, a majority of colleges and universities in the United States reported practicing integrated marketing concepts at some level. This report provides an introduction to the concept and reviews sources related to integrated marketing in seven areas: advancement, enrollment management/recruiting, image/branding, integrated marketing/integrated marketing communication, marketing/marketing management, planning, and public relations/promotion. Key resources in each of these areas are annotated, and additional references are provided.

INTEGRATED MARKETING IN HIGHER EDUCATION

Introduction

In the past decade, colleges and universities have been driven to compete more aggressively for high-achieving students, alumni loyalty, donors, and national prestige as gauged by various rankings and guidebooks. To succeed, many institutions have turned to an evolving concept called integrated marketing (Sevier & Johnston, 1999). Integrated marketing (IM) is a relatively new and unfamiliar concept, despite its seeming popularity among U.S. colleges and universities. IM developed primarily from marketing models developed by Dr. Philip Kotler of Northwestern University in the mid-1970s. His models have been tested by a number of researchers in the past 25 years. Dr. Robert A. Sevier, a higher education researcher and consultant, described six key elements of integrated marketing: an outward focus; desire to address problems strategically rather than tactically; strategic, organizational and message integration; active listening to the customer; database dependence; and coordination of messages (1999b).

Within higher education circles, integrated marketing seemed to spring from nowhere in the late 1990s. In 1998, Currents magazine published a running debate on the value of integrated marketing (Arbeiter, 1998; Lauer, 1998), and the sessions on this subject at the 1999 regional meetings of the Council for the Advancement and Support of Education (CASE) were standing room only. IM is a "relatively recent addition to the higher education lexicon. As such there is – at least at this point – no one, generally accepted definition of integrated marketing" (Sevier, 1999b, p. 1). The concept of "integrated marketing" is often confused with "integrated marketing communication" (IMC), and the two phrases are often and purposefully used to mean

the same thing (De Chant, 1995; Schultz, 1998; Sevier, 1999b; Sevier, 2000; Sevier & Johnson, 1999; Smith, 1995).

Although a popular misconception, Sevier and Johnson (1999) explain that IM and IMC are not the same concept. Integrated marketing deals with the strategic issues of product, price and place, and the tactical issue of promotion; these issues also are described as customer, cost, convenience and communication (Schultz, Tannenbaum & Lauterborn, 1994). Sevier defined IM as "a listening-first, database-dependent approach to marketing that includes both a willingness to segment and coordinate such strategic assets as product/customer, price/cost and place/convenience and to develop effective promotion/communication strategies for key target audiences" (2000, p. 1). Integrated marketing communication, a subset of IM, is focused solely on coordinated promotion or communication.

One reason for the confusion may be the timing of the introduction of IMC and IM. In 1991, faculty at the Medill School of Journalism at Northwestern University completed the first research in the field of IMC (Caywood, Schultz & Wang as cited in Schultz and Kitchen, 1997). Schultz et al. (1994) stated, "Even a working definition of integrated marketing communications is hard to come by" (p. xv). The authors described IMC as "a new way of looking at the whole… realigning communication to look at it the way a customer sees it – as a flow of information from indistinguishable sources" (p. xvii).

Throughout the 1990s, IMC – the communication and promotion aspect of integrated marketing – received heavy attention in the popular and trade press (Duncan, 1993a, 1993b, 1994; Duncan & Everett, 1993; Fawcett, 1993; Finn, 1994; Harris, 1993; Hume, 1992, 1993; Schultz, 1993a, 1993b; Schultz, Tannenbaum & Lauterborn, 1993, 1994; Stanton, 1991). In 1996, a special issue of the Journal of Marketing Communications was devoted to IMC.

Virtually all the papers focused on theory building or identification of key issues, indicating that "IMC still appeared to be in a pre-paradigm as opposed to a post-paradigm state" (Schultz & Kitchen, 1997). The September 1997 issue of Journal of Advertising Research also focused on this subject. In one of the journal's articles, IMC is called an "emerging concept" (Schultz & Kitchen), and other authors said the body of literature on the subject was thin and mostly anecdotal (McArthur & Griffen, 1997). In 1998, Schultz, probably the individual most widely associated with IMC, wrote, "Few concepts have generated as much enthusiastic discussion as integrated marketing communication (IMC), yet had such a paucity of documented successful implementations" (p. 20).

A recent national survey shows that a majority of colleges and universities use integrated marketing (Moore, 2000), but Sevier wrote that "many people – and the institutions they lead – will hop on the integrated marketing bandwagon with no real understanding of integrated marketing and no real commitment to its tenets" (2000, p. 1). By the time Sevier began trying to help higher education administrators distinguish between the concepts of IM and IMC in the late 1990s, IMC was entrenched in the collective consciousness of many marketing professionals. His main emphasis at conference sessions (1999a), in "white paper" reports (1995, 1997a, 1997b) and in his two books (1998; Sevier & Johnson, 1999) was that integrated marketing involved the full marketing mix of product, price, place and promotion. In his presentations and his books, he also tied the "new" trend of IM to 25-year old marketing concepts developed and advocated by Kotler. Sevier (1997b) reminded marketers that Kotler had described marketing accurately in 1975: "Marketing is the analysis, planning, implementation and control of carefully formulated programs designed to bring about voluntary exchanges of values with target markets

for the purpose of achieving organizational objectives (p. 5). Kotler is a distinguished professor at Northwestern University, author of 15 books and an international marketing expert.

"Kotler noted, quite correctly, that marketing is a research-based, policy directed activity designed to meet the self-needs of both the institution and target audiences through the advancement of the 4Ps: product, price, place and promotion," wrote Sevier (1997b). He said colleges did not truly understand marketing and that administrators had a limited and "lopsided" notion of it (p. 3). The idea that higher education administrators do not understand marketing has been repeated in the results of many doctoral studies since the 1970s, when marketing first became common practice on U.S. college campuses (Adkins, 1999; Firoz, 1982; Martin, 1987; Mathias, 1982; Mulnix, 1996; Rubino, 1988; Sago, 1989; Sussman, 1979; Wilson, 1985).

Despite some lingering confusion and the lack of knowledge about marketing, administrators have attempted to gain from its use for 30 years. But the recent focus has moved from general enrollment to enrollment of more high-achieving or full-pay students, and from general promotion to two-way, personalized communication with targeted audiences (Sevier, 1999b; Dehne, 1998; Moore, 2000). University administrators are concerned about their schools' image or national academic reputation (Sevier, 1995; Dehne, 1990). Some are concerned about their reputation scores and overall rankings in various national guidebooks, which have increased in importance to students and their parents in recent years (Haworth and Conrad, 1997; Kersten, 2000; "Annual," 1996). Many of the guidebooks include the yield rate between number of applications and the number of students accepted – and applications can be driven by marketing.

Marketing has grown in importance for a variety of reasons. Many administrators are concerned about enrollment because the states with the most colleges (Massachusetts, New

York, Pennsylvania, Ohio, Michigan, Illinois and Indiana) will have virtually no population growth through 2010. They will be seeking students from the growth states of California, Florida, New York and Texas (Sevier, 1999a). From a broader perspective, families and government officials are questioning the rising cost of education, customers are becoming more demanding, and the demographics of prospective students are changing dramatically (Hunter, 1997; Sevier, 1999b). For these reasons and more, university leaders in the 21st century are just as interested in marketing as those of the 1970s, when downward enrollment trends first drove many colleges to aggressively market themselves.

Integrated marketing actually developed as an amalgam of several fields with long histories in higher education, including public relations, advertising, recruiting and fundraising. Enrollment management teams were often the first taste of integrated marketing that universities experienced – with combined efforts of recruiting, marketing, admissions, financial aid, billing, registrar's office, housing and more – all designed to attract students who would stay at the university and eventually graduate. Because few formal studies have discussed integrated marketing in the higher education setting, this research report includes journal articles, Web sites, books and other materials that relate directly to IM as well as sources that deal with components of marketing. Numerous studies have been completed regarding marketing orientation, marketing measurement scales and some highly quantitative, business-oriented aspects of marketing in a corporate setting. These studies are not included here.

The databases of ERIC, Dissertation Abstracts, Education Abstracts, WilsonSelect, FirstSearch and the broader Internet were searched using the keywords "marketing in education," "marketing in higher education," "marketing," "reputation," "image," "integrated marketing,"

"integrated marketing communication," "strategic planning," "promotion," "public relations" and "corporate communication."

In Dissertation Abstracts International, 17 studies regarding "integrated marketing" appeared, and nine of the 17 were related to higher education. None of the dissertations, however, were focused on integrated marketing as defined here, but instead focused on marketing in general with brief mentions of IM or of the subset, integrated marketing communication (IMC). Scholarly studies from the 1980s and early nineties mostly focused on Kotler's marketing orientation attributes, one of which is "integrated marketing."

Also reviewed were the published papers from the 1998 and 1999 Symposiums for the Marketing of Higher Education, hosted by the American Marketing Association (www.ama.org), as well as Web sites for such university associations as the Council for Advancement and Support of Education (www.case.org). Researchers may find a number of journals helpful for further study: Journal of Advertising Research, Journal of Higher Education, Journal of Marketing for Higher Education, The Review of Higher Education, Journal of Excellence in Higher Education, Journal of Integrated Communications, Journal of Marketing Communications and the Journal of Strategic Marketing.

The resource material in this report is divided into seven appendices, based on the following categories: advancement, enrollment management/recruiting, image/branding, integrated marketing/integrated marketing communication, marketing/marketing management, planning in higher education, and public relations/promotion. After a brief introduction, each appendix contains annotations of selected sources and a reference list of additional resources.

References

Adkins, P.K. (1999). The marketing of advanced technology centers at community colleges (Doctoral dissertation, Illinois State University, 1999). Dissertation Abstracts International, 60, 4A989.

Annual college rankings find ready market. (1996). The CQ Researcher, 6(8), 180.

Arbeiter, L. (1998). Save the news bureaus! Integrated marketing may be all the rage, but it's not the solution for everyone. Here's why. Currents, 24(1), 30.

De Chant, M. (1995, November/December). The changing face of marketing [On-line]. Marketing Tools [On-line]. Available: http://www.demogrpahics.com/publications/mt/95_mt/9511_mt/mt362.htm.

Dehne, G.C. (1990, September). Method and madness: What students expect from different college types and what you can learn from it [On-line]. Available: www.dehne/com/method/html.

Dehne, G.C. (1998, December). What happened? What's ahead? A look at the future of private colleges [On-line]. Available: www.dehne.com/articles.html.

Duncan, T. (1993a). Integrated marketing? It's synergy. Advertising Age, 64(10), 22.

Duncan, T. (1993b). To fathom integrated marketing, dive! Advertising Age, 64(43), 18.

Duncan, T. (1994). Is your marketing communications integrated? Advertising Age, 65(4), 26.

Duncan, T., & Everett, S.E. (1993). Client perceptions of integrated marketing communications. Journal of Advertising Research, 22(3), 30-39.

Fawcett, A.W. (1993). Integrated marketing – marketers convinced: Its time has arrived. Advertising Age, 64(47), S1-S2.

Finn, M. (1994, June 16). Integration once again rears its no-so-ugly head. Marketing, p. 10.

Firoz, M.N. (1982). Marketing in nonprofit higher education (Doctoral dissertation, North Texas State University, 1982). Dissertation Abstracts International, 43, 3A909.

Harris, T.L. (1993). How MPR adds value to integrated marketing communications. Public Relations Quarterly, 38(3), 13-18.

Haworth, J.G., and Conrad, C.F. (1997). Emblems of quality in higher education in higher education: Developing and sustaining high-quality programs. Boston: Allyn and Bacon.

Hume, S. (1992). Execs debate: Who rules in integrated marketing area. Advertising Age, 67(47), 3, 52.

Hume, S. (1993). Integrated marketing: Who's in charge here? Advertising Age, 64(12), 3, 52.

Hunter, J. (1997). Strategic marketing for educational institutions. Journal of the Academy of Marketing Science, 25(2), 173-75.

Kersten, G. (2000). Grading on the curve: College ratings and rankings [On-line]. Available: http://www.sls.lib.il.us/reference/por/features/ 99/collrank.html.

Kotler, P. (1975). Marketing for nonprofit organizations. Englewood Cliffs, NJ: Prentice-Hall.

Lauer, L.D. (1998). Need visibility: Get integrated. Currents, 24(1), 12-19.

McArthur, D.N., & Griffen, T. (1997). A marketing management view of integrated marketing communications. Journal of Advertising Research, 37(5), 19.

Martin, D.H. (1987). Marketing strategies and proprietary education in the state of Indiana (Doctoral dissertation, Southern Illinois at Carbondale, 1987). Dissertation Abstracts International, 50, 1A41.

Mathias, T.D. (1982). The marketing concept in certain private liberal arts colleges (Doctoral dissertation, Southern Illinois University at Carbondale, 1982). Dissertation Abstracts International, 43, 5A1443.

Moore, R.M. (2000). Putting more into marketing: Highlights from Lipman Hearne's second integrated marketing survey. Currents, 26(4), 38-41.

Mulnix, M.W. (1996). The focus and scope of marketing in higher education: Key indicators of organizational structure (Doctoral dissertation, University of Maryland College Park, 1996). Dissertation Abstracts International, 58, 1A12.

Rubino, D.A. (1988). A study of marketing as practiced by selected independent colleges and universities (Doctoral dissertation, University of Pittsburgh, 1988). Dissertation Abstracts International, 49, 6A1335.

Sago, D.B. (1989). The relationship between marketing effectiveness and fund raising at institutions of higher education (Doctoral dissertation, United States International University, 1989). Dissertation Abstracts International, 50, 6A1735.

Schultz, D.E. (1993a, February 15). We simply can't afford to go back to mass marketing. Marketing News, p. 12.

Schultz, D.E. (1993b, March 15). Integration helps you plan communications from outside in. Marketing News, p. 20.

Schultz, D.E. (Ed.). (1996). Journal of Marketing Communications, 2(3) [Special edition devoted to integrated marketing communication].

Schultz, D.E. (1998, May 18). Invest in integration. Sales & Marketing, p. 20.

Schultz, D.E., & Kitchen, P.J. (1997). Integrated marketing communications in U.S. advertising agencies: An explanatory study. [Special issue: Integrated marketing communications – performing together]. Journal of Advertising Research, 5(37), 7.

Schultz, D.E., Tannenbaum, S.I., & Lauterborn, Robert F. (1993). Integrated marketing communications: Putting it together and making it work. Lincolnwood, IL: NTC Business Books.

Schultz, D.E., Tannenbaum, S.I., & Lauterborn, Robert F. (1994). The New Marketing Paradigm: Integrated Marketing Communications. Lincolnwood, IL: NTC Business Books.

Sevier, R.A. (1995). Image is everything (White Paper No. 1) [On-line]. Available: www.stamats.com/whitepapers/.

Sevier, R.A. (1997a). Acting strategically: A handful of breakthrough strategic moves that will strengthen your position in the marketplace (White Paper No. 4) [On-line]. Available: www.stamats.com/whitepapers/.

Sevier, R.A. (1997b). Shifts and nudges: Important lessons from old and new approaches to marketing colleges and universities (White Paper No. 5) [On-line]. Available: www.stamats.com/whitepapers/.

Sevier, R.A. (1998). Integrated marketing for colleges, universities and schools: A step-by-step planning guide. Washington, D.C.: Council for Advancement and Support of Education.

Sevier, R.A. (1999a, May). Marketplace trends: Emerging trends that will impact your ability to recruit students, raise dollars and market your institution. Presentation at the Council for the Advancement and Support of Education (CASE) conference in St. Louis, Missouri, on "Successful Integrated Marketing Strategies."

Sevier, R.A. (1999b). Much ado about something: Understanding the strategic opportunities afforded by integrated marketing (White Paper No. 7) [On-line]. Available: www.stamats.com/whitepapers/.

Sevier, R.A. (2000). Exploring the relationship between strategic planning and integrated marketing. Manuscript in preparation.

Sevier, R.A., & Johnson, R.E. (Ed.) (1999). Integrated marketing communication. Washington, DC: Council for Advancement and Support of Education (CASE).

Stanton, E.M. (1991). PR's future is here: Worldwide integrated communications. Public Relations Quarterly, 36(1), 46-47.

Sussman, G. (1979). Views of administrators in higher education regarding the extent and adequacy of the marketing activities performed by their organizations (Doctoral dissertation, Boston College, 1979). Dissertation Abstracts International, 40, 5A2852.

Wilson, H. (1985). Marketing in higher education: Analysis of failure, chance for success (Doctoral dissertation, Columbia University Teachers College, 1985). Dissertation Abstracts International, 46, 12A3625.

APPENDIX A

Advancement

As colleges and universities attempt to build stronger relationships with their alumni and donors, integrated marketing often expands from the enrollment management area to the advancement office. Currents magazine, published by the Council for Advancement and Support of Education, features articles in every issue regarding alumni relations and fund-raising, often written from a marketing perspective. Although several sources are listed here, the focus of integrated marketing is still primarily in the enrollment area.

Some of the best sources

Council for Advancement and Support of Education (CASE). Available: http://www.case.org [Currents magazine, published by CASE, is partially archived online (1975-98) at this site and is also available in print.]

CASE is the international association serving professionals in the disciplines of alumni relations, communications and philanthropy. Numerous publications about fundraising campaigns, marketing research, annual fund giving and many related topics are available through the Web site. This organization sponsors annual regional and international conferences, and reports and tapes from these sessions often cover cutting-edge topics. Published every two months, Currents includes case studies, topical articles, research summaries and examples from colleges and universities across the United States, Mexico and Canada. Numerous Currents articles and CASE publications are included in this research report. A helpful page of alumni relations links is included at www.case.org/links/alumrel.htm

Kotler, P., & Fox, K.F.A. (1995). Strategic marketing for educational institutions (2nd ed.). Englewood Cliffs, NJ: Prentice Hall.

This book, which is considered the best overall source about marketing higher education, includes a strong overview chapter about "Attracting Financial Resources." The 30-page section explains the difference between a development orientation and a fundraising orientation. It also outlines how to organize a fundraising or development program. The book gives examples of various marketing techniques designed to attract funding. Kotler and Fox explain how to research and approach various donor markets, and how to plan and execute an annual program. The chapter also explains how to evaluate fundraising effectiveness.

Sago, D.B. (1989). The relationship between marketing effectiveness and fund raising at institutions of higher education (Doctoral dissertation, United States International University, 1989). Dissertation Abstracts International, 50, 6A1735.

Sago's study reviews the relationship between the perceived marketing effectiveness of development offices at small, four-year, private colleges in California. He used Kotler's marketing orientation model as a framework. Sago surveyed two development officers at 15 schools (34 total) and found no significant correlation between marketing effectiveness and success in fund-raising. His results also indicate that, at the time of the study, marketing was not well understood or utilized by higher education administrators. Sago speculated that this general lack of understanding might have skewed the results regarding marketing's impact on the office's ability to attract gifts. Results of the study indicate that factors outside the control of the development office influenced donors more than did marketing efforts. This study is significant to the integrated marketing discussion because many schools are implementing IM in an attempt to impact student recruiting and donor giving in a positive way.

Shoemaker, D. (Ed.). (1999). Research in alumni relations: Surveying alumni to improve your programs. Washington, D.C.: Council for Advancement and Support of Education (CASE).

This 100-page book is a compilation of cutting-edge data from the first-ever conference of survey researchers and alumni practitioners. Sixteen examples of alumni relations research is presented. The presentations were made at the 1998 Association of Institutional Research AIR/CASE Alumni Research Conference at Georgetown University. This practical guide will help alumni relations directors or marketing research coordinators use research to find out what their alumni think, how they rate a school's offerings, and what new services they might want.

Other marketing sources related to advancement and alumni relations:

Anderson, L.M. (1983). Executive attitudes toward corporate philanthropy: A study to guide the development of nonprofit marketing strategy (Doctoral dissertation, University of Georgia, 1983). Dissertation Abstracts International, 44, 5A1560.

Greene, R.C. Jr., & Weldon, P.K. (1996). Effective alumni marketing research: Theory put to use or, practicing what we preach. Journal of Marketing for Higher Education, 7(1), 85-97.

Jeffrey, R.C. (1999). Fund-raising as a persuasive act. Journal of the Association for Communication Administrators, 28(3), 166-71.

Pezzullo, T., & Brittingham, B.E. (1990). The study of money: What we know and need to know about college fund raising. Currents, 16(7), 44.

Smith, L.N. (1993, Fall). Marketing: A key ingredient for educational fundraising success. In M.C. Terrell & J.A. Gold (Eds), New Directions for Student Services, 63, (pp. 41-49). San Francisco: Jossey-Bass.

Smith, T.W. (1997). Little things mean a lot. Currents, 23(3), 40-44.

Willmer, W.K. (1993). Blueprint for a small college: Ten building blocks for strong advancement in challenging times. Currents, 19(9), 36-40.

APPENDIX B

Enrollment Management/Recruiting

The focus of marketing efforts at most colleges and universities since the early 1970s has been enhanced enrollment. Through the past three decades, numerous studies and articles have focused on the enrollment of traditional and non-traditional aged students in virtually all types (public, private, two-year, four-year) of postsecondary institutions. Some of the resources listed below are classic studies that compile years of research into one guide. Although some of the sources may seem a bit dated, a surprising amount is as relevant today as when it was written. Other sources were published in the past year and address the hottest issues related to enrollment management.

Some of the best sources

Barton, D.W. Jr. (Ed.). (1978). Marketing higher education. San Francisco: Jossey-Bass.

This classic sourcebook contains numerous articles on recruiting, and it differentiates university marketing from the marketing of commercial products and services. Amazingly, despite the date, some of the concepts seem as cutting-edge today as when they were described and put in use in the 1970s. Barton's book, which is often quoted in research studies and dissertations, is a good primer for a new director of admissions. It gives a broad overview and looks in detail at many aspects of what later came to be called enrollment management. Barton explains the role of academic programs in institutional marketing, discusses the admissions funnel and the need to expand the desirable student pool, and reviews marketing as related to

financial aid. Obviously, issues such as the Web, email communication and other modern technology and communication issues are not addressed. This book is no longer available from Jossey-Bass but was popular enough that most university libraries hold it.

Beder, H. (Ed.). (1986). Marketing continuing education. New Directions for Continuing Education, 31. San Francisco: Jossey-Bass.

This marketing sourcebook specifically focuses on challenges facing directors of continuing higher education. The various authors address marketing as more than slick promotion. "Rather, marketing is a comprehensive strategy for inducing learners to exchange resources they value – time and money, for example – for something they value more: education" (p. 103). The book includes definitions and explanations of numerous marketing concepts, discusses how to create a comprehensive marketing strategy, and includes a thorough index.

Bingham, F.G., Jr. (1996). An enrollment marketing plan for institutions of higher learning: An update. Journal of Marketing for Higher Education, 7(2), 43-55.

This paper presents a marketing plan or model for enrollment management. Bingham explains several strategies and contingency plans that would allow institutional leaders to act decisively and successfully during difficult enrollment years. The plan describes ways to make an orderly transfer from one enrollment stage to the next logical stage. It also allows the user to exert some control over both the internal and external environment, and it should help the user to better understand the interaction that exists between activities and components critical to the enrollment process. This article represents an update of a previous presentation by the author.

Moll, R. (1994). The scramble to get the new class: Is the dean of admissions now outside the academy? Change, 26(2), 10-17.

Moll says demographic and economic pressures are forcing college and university admissions directors to compete aggressively for new students – particularly those who can pay their own way with little or no financial aid. Students with strong academic records are still considered desirable, but even some prestigious institutions are ignoring them in favor of wealthy, academically average students. The article discusses the conflicting demands of revenue and quality – a conflict Moll says has led some admissions officers to resign and others to be dismissed. One president quoted in the article believes that the current enthusiasm for "positioning" and "creative financing" will give way to a more substantive discussion of how to deliver a quality education for less money.

Symposium for the Marketing of Higher Education (1999, November 7-10). 10th Symposium Proceeding Series. Chicago, IL: American Marketing Association.

This symposium, which seems to have become an annual AMA event, covers a variety of issues related to enrollment management, such as price, image and target marketing. A number of the presentations are case studies, although several do report significant research. In general, presenters report from experience at a single institution or base reports on limited research conducted at a few colleges or universities. The summary book gives a good overview of the hottest trends in enrollment management and provides institutional leaders some practical ideas for solving problems. The AMA has a Web site that includes a wealth of resources, but these are often available only to members of the organization.

Zamanou, S. (1993, November). Differences do make a difference: Recruitment strategies for the non-traditional student. Paper presented at the 79th annual meeting of the Speech Communication Association. (ERIC Reproduction Service No. ED 367 034)

The author directly addresses the challenges schools face when trying to recruit and retain non-traditional students. Many colleges lack a comprehensive, integrated marketing plan to fight high attrition rates in programs offered to non-traditional students. Some of the barriers to success include sex and age quotas, financial aid practices, regulations, deficiencies in curriculum planning, and faculty and staff attitudes. Zamanou says a clear understanding of the needs of the marketplace is vital to an effective marketing program to attract non-traditional aged students. She stresses that institutions need a realistic awareness of the diversity of non-traditional students and must learn to serve this new group – instead of continuing methods that only attract and retain traditional students. The paper also describes three stages institutions experience as they prepare to attract more non-traditional aged students.

Other sources related to enrollment management

Adkins, P.K. (1999). The marketing of advanced technology centers at community colleges (Doctoral dissertation, Illinois State University, 1999). Dissertation Abstracts International, 60, 4A989.

Bruwer, J.W. (1996). Marketing a public higher educational institution through target and market research on its freshman applicant and enrollee pools. South African Journal of Higher Education, 10(2), 120-29.

Buchanan, W.W. (1972). Broadening the concepts of marketing: A study of the extension services of state universities and land-grant colleges in the United States (Doctoral dissertation, University of Georgia, 1972). Dissertation Abstracts International, 33, 9A4599.

Canterbury, R.M. (1999, Fall). Higher education marketing: A challenge. Journal of College Admissions, 165, 22-30.

College Entrance Examination Board. (1976). A role for marketing in college admissions. New York: Author.

Community College League of California. (1982). A guide to enrollment growth management in the California community colleges: A "how to do it" guide. Sacramento: Author, Commission on Education Policy. (ERIC Document Reproduction Service No. ED 396 772)

Dehne, G.C. (1995). The silver bullet syndrome. Trusteeship, 3(6), 13-17.

Dezek, J.G. (1980). Marketing techniques utilized by community college continuing education divisions in Michigan (Doctoral dissertation, Western Michigan University, 1980). Dissertation Abstracts International, 41, 1A122.

Druesne, B., and M. Zavada. (1978). Reach students effectively. Currents, 4(5), 17-19.

Edmondson, B. (1997, March). Keeping up with demographic change: Higher education at the start of the new century. College Board Review, 180, 24-30.

Evans, I.G. (1995). Marketing for Schools. Herndon, VA: Books International Inc.

Foster, R.S. Jr. (Ed.). (1994). Marketing university outreach programs. Binghampton, NY: Haworth Press Inc.

Fram, E.H. (1996, November). Marketing higher education and student responsibility. The College Board Review, 179, 2-5, 25.

Grove, J. (1992). The marketing aspect of enrollment management: Evaluating the impact on recruitment and retention in institutions of higher education. St. Louis, MO: Fontbonne College, Master of Business Administration thesis. (ERIC Document Reproduction Service No ED 354 929)

Guernsey, L. (1999, December 23). Online application forms add to college admissions frenzy. New York Times.

Hossler, D. (1984, November 5). Enrollment management: An integrated approach. New York: College Board Publications.

Hossler, D. (1990). The strategic management of college enrollments. San Francisco: Jossey-Bass.

Hossler, D., & Foley, E.M. (1995). Reducing the noise in the college choice process: The use of college guidebooks and ratings. In R.D. Walleri & M.K. Moss (Eds.), New Directions for Institutional Research: No. 88, (pp. 21-30). San Francisco: Jossey-Bass.

Koko, P.S. (1997). What is in a name? The impact of strategic name change on student enrollment in colleges and universities. Journal of Marketing for Higher Education, 8(2), 53-71.

Larson, W.A. (1990). For adults only: How three colleges deliver their messages to nontraditional students. Currents, 16(6), 38.

Little, M.W., O'Toole, D. & Wetzel, J. (1997). The price differential's impact on retention, recruitment and quality in a public university. Journal of Marketing for Higher Education, 8(2), 37-51.

Lovelock, C.H., & Rothschild, M.L. (1980). Uses, abuses, and misuses of marketing in higher education. In College Entrance Examination Board, Marketing in College Admissions: A Broadening of Perspectives, (pp. 31-69). New York: College Entrance Examination Board.

Martin, C. (1996, May). Institutional research and student recruitment or how do institutions of higher education know what attracts students to their doors. Market research can help. Paper presented at the annual forum of the Association for Institutional Research, Albuquerque, New Mexico. (ERIC Document Reproduction Service No ED 397 744)

Martin, D.H. (1987). Marketing strategies and proprietary education in the state of Indiana (Doctoral dissertation, Southern Illinois University at Carbondale, 1987). Dissertation Abstracts International, 50, 1A41.

May, S.A. (1996, September). Development of an updated strategic marketing plan for Fox Valley Technical College. Ft. Lauderdale, FL: Nova Southeastern University, Doctor of Education practicum report. (ERIC Document Reproduction Service No ED 400 459)

Murphy, P.E., and McGarrity, R.A. (1978). Marketing universities: A survey of student recruitment activities. College and University, 53, 249-61.

Raisman, N.A. (1999, February/March). Leave the field of dreams! Successful strategies for marketing the community college. Community College Journal, 69(4), 14-19.

Ryan, E. (1993). Program the market, market the program. Currents, 19(2), 32-36.

Sevier, R.A. (1994). Why marketing plans fail: Nine reasons student recruitment efforts break down – and how to avoid them. Currents, 20(6), 48-50.

Sevier, R.A. (1999, April). Marketplace trends: Emerging trends that will impact your ability to recruit students, raise dollars and market your institution. Presentation at Council for the Advancement and Support of Education (CASE) conference on "Successful Integrated Marketing Strategies," St. Louis, Missouri.

Sundberg, L. (1997). Marketing analysis for the nontraditional student at Carl Sandburg College. Galesburg, IL: Carl Sandburg Community College. (ERIC Document Reproduction Service No. ED 413 032)

Webb, M.S., Coccari, R.L., & Allen, L.C. (1996). Doctoral programs: What factors attract students. Journal of Marketing for Higher Education, 7(4), 73-85.

APPENDIX C

Image/Branding

Building a strong image has become extremely important to higher education institutions. There is stiff competition for top students and generous donors. National rankings and guidebooks continue to attract attention from a variety of constituencies. State legislators, students, and parents are keenly interested in a greater value for each educational dollar. The title of one 1994 article (Sevier) says it all: "Image is everything." Generally, image and branding are associated with the promotion aspect of integrated marketing – although many authors argue that image means nothing without quality programs and services to support it.

Some of the best sources

Dehne, G.C. (1990, September). Method and madness: What students expect from different college types and what you can learn from it [On-line]. Available: www.dehne/com/method/html.

Dehne says that two of the qualities students value are prestige and name recognition. Both are more important to students who attend private institutions. The article notes that prestige is largely determined by name recognition. One of the implications is that name recognition is "nearly as important as an effective student recruitment operation" (p. 5). Students perceive less risk when they think of an institution as a brand name, and they are more likely to read mail from a known college or university. The article also discusses the importance of the major field, values and ethics, a balanced experience and affordability/value. One interesting feature is the breakdown and comparison of the qualities by type of institution.

Fram, E.H. (1982, May). Maintaining and enhancing a college or university image. Paper presented at the Annual Forum of the Association for Institutional Research, Denver, Colorado. (ERIC Document Reproduction Service No. ED 220 044)

This widely quoted speaker and researcher reviews the use of marketing concepts to maintain and enhance the image of a university. He says universities need a system for image assessment that provides a basis for image development. Without this system and the input it can provide, misconceptions can enter the policymaking process at important junctures – and the life of the institution can be adversely affected. Information should be collected from outsiders regarding faculty, curriculum, teaching quality and the cost of attending college. With this data, a marketing action program can be developed. Top academic administrators can take the needed steps to maintain and enhance the university's image. Views of current students, alumni, parents and employers are important audiences to survey.

Ries, A., & Ries, L. (1998). 22 immutable laws of branding. HarperCollins Publishers.

Ries and Ries describe how a branding program creates a perception in a consumer's mind that a certain service or product is different, and better, than others. Examples of the laws include the law of contraction (a brand becomes stronger when you narrow its focus) and the law of the word (a brand should strive to own a word in the mind of the consumer). Above all else, a brand is a singular concept or idea that an organization owns inside the mind of a prospect. The book gives numerous corporate examples that elaborate on the branding "laws." Al and Laura Ries co-founded an Atlanta-based consulting firm and share their insights with various Fortune 500 companies. Although the book does not deal directly with higher education, the concepts are applicable.

Schultz, D.E. (1998, November 23). Branding the basis for marketing integration. Marketing News, p. 8.

Dr. Don E. Schultz, Northwestern University professor and one of the best-known names associated with integrated marketing communication, explores the various ways organizations have tried to integrate. This brief article packs a punch. Schultz suggests the primary factor in integrating a product is the brand. "The brand is the only element in the organization that provides value to all four of the organization's stakeholder groups: the consumer or customer, the employee, the shareholder and management (p. 8). Schultz describes the brand as the unifying force in the marketplace. A search on the Web yields numerous publications that expand this concept further, often by Schultz and his Northwestern colleagues. Most of Schultz's writing on branding or integrated marketing communication relates to the corporate world.

Sevier, R.A. (1994, Winter). Image is everything: Strategies for measuring, changing and maintaining your institution's image. College and University, 69(2), 60-75.

This journal article (later published as White Paper No. 1 by Stamats Communications) explains that a university image or reputation is one of the most precious and powerful marketing tools. An institutional image is an important asset and must be managed carefully. Sevier explores the critical role image plays in the college-choice process, and outlines the characteristics of weak and strong institutional images. He includes strategies for measuring, changing and maintaining a college or university image.

Other resources related to image and branding

Annual college rankings find ready market. (1996). The CQ Researcher, 6(8), 180.

Brown, H.E. (1993). Positioning the undervalued metropolitan univ rsity. Journal of Marketing for Higher Education, 4(1-2), 159-75.

Eveland, V.B., and Boewadt, R.J. (1998). Repositioning an educational institution: A new application of benchmarking. In Symposium for the Marketing of Higher Education, (pp. 1-9). Chicago: American Marketing Association.

Flynn, W.J. (1983). Building college image through the arts. Community and Junior College Journal, 53(5), 18-20.

Hayes, T.J. (1993). Image and the university. Journal of Marketing for Higher Education, 4(1-2), 423-25.

Jackson, P. (1997). Reputation management. Techniques, 72, 26-27.

Kersten, G. (2000). Grading on the curve: College ratings and rankings [On-line]. Available: http://www.sls.lib.il.us/reference/por/features/ 99/collrank.html.

Marshall, J.F., & Delman, J.M. (1984). Researching institutional image: The development and implementation of a market research plan for educational institutions. College and University, 59, 316-333.

Parameswaran, R, & Glowacka, A.E. (1995). University image: An information processing perspective. Journal of Marketing for Higher Education, 6(2), 41-56.

Sevier, R.A. (1997a). Acting strategically: A handful of breakthrough strategic moves that will strengthen your position in the marketplace (White Paper No. 4) [On-line]. Available: www.stamats.com/whitepapers/.

Sevier, R.A. (1997b). Shifts and nudges: Important lessons from old and new approaches to marketing colleges and universities (White Paper No. 5) [On-line]. Available: www.stamats.com/whitepapers/.

Stevens, R.E., Warren, W.E., Loudon, D.L., & Dunn, P. (1996). Image gap analysis: A pilot study. Journal of Marketing for Higher Education, 7(3), 95-102.

Topor, R.S. (1986). Institutional image: How to define, improve, market it. Alexandria, VA: Council for Advancement and Support of Education.

Yavas, U., & Shemwell, D.J. (1996). Graphic representation of university image: A correspondence analysis. Journal of Marketing for Higher Education, 7(2), 75-84.

APPENDIX D

Integrated Marketing/Integrated Marketing Communication

The broader definition of marketing includes the aspects of product, price, place and promotion. However, many colleges and universities view marketing as promotion only. Integrated marketing communication (IMC) is focused on coordinating an organization's communication and targeting specific messages to specific audiences. Integrated marketing (IM), although used synonymously with IMC, is actually the umbrella term that harkens back to the 4Ps: product, price, place and promotion. The difference is that integrated marketing focuses on the customers or consumers – instead of the producer of the products or services. Because writers and scholars often use integrated marketing and integrated marketing communication interchangeably, the citations are combined here into one section.

Some of the best sources

IMC Bibliography – Categorical [On-line integrated marketing bibliography]. Northwestern University, Medill School of Journalism. Project founded by Clarke Caywood and Sandy Moryardi. Available: http://www.medill.nwu.edu/faculty/caywood/webpage/page4.html.

Categorized by key topics, this 44-page bibliography includes a wide range of books, articles in journals and professional publications, and research studies regarding integrated marketing communication (IMC) and related topics. Although the bibliography only provides citations, it includes a lengthy list of recent resources and a few classic studies. This bibliography would provide a solid starting point for a researcher or practitioner interested in IMC. The categories included are: advertising – challenges; advertising – general discussion; alternative marketing channels; brands and brand management; change; consumer insight and

customer relations; database marketing; direct marketing; education; IMC – challenges; IMC – general discussion; marketing – challenges; market orientation; marketing – general discussion; marketing mix; organizational issues (implementation and barriers); program measurement and anlysis; public relations and marketing; relationship marketing; sales promotion; service; surveys; telemarketing; and technology.

Lauer, L.D. (1998). Need visibility? Get integrated. Currents, 24(1), 12-19.

Lauer, the associate vice chancellor for communications and public affairs at Texas Christian University, was an early innovator with integrated marketing techniques. This article in the publication of the Council for Advancement and Support of Education supports the conference presentations he and his team made across the country. It describes the old way of marketing versus the new integrated marketing, and provides campus leaders with a step-by-step approach to move to integrated marketing. An example of TCU's marketing fact sheet is included, as well as examples of IM work at other universities. Lauer has several articles available through ERIC or in the back issues of Currents.

Schultz, D.E., Tannenbaum, S.I., & Lauterborn, R.F. (1994). The new marketing paradigm: Integrated marketing communications. Lincolnwood, IL: NTC Business Books.

Although this book is not focused on educational marketing, it explains how to develop, plan and measure an integrated marketing communication program and how to overcome barriers to implementation. The authors included two case studies – about the American Cancer Society and milk cartons. Actual IMC plans are shown, as well as advertising samples.

Numerous charts and detailed graphics help explain the various organizational models described in the book. An index provides readers a quick guide to specific topics.

Sevier, R.A. (1998). Integrated marketing for colleges, universities and schools: A step-by-step planning guide. Washington, D.C.: Council for Advancement and Support of Education (CASE).

This 218-page book offers colleges and universities a step-by-step approach to marketing educational institutions. Sevier makes the case for marketing, explaining marketing as the broader 4Ps (product, price, place and promotion) and discussing the importance of strategic and organizational integration. This practical guide opens with a description of the trends in higher education. It describes the research process, discusses various ways to organize a marketing office, and tells how to choose target audiences. Although the concepts of integrated marketing (IM) are discussed, the book does not actually contain a definition of IM. The book includes a list of sources of secondary research, the names and addresses of higher education organizations and associations, a list of valuable Web sites, a primer for working with teams, and a sample SWOT (Strengths, Weaknesses, Opportunities and Threat) analysis.

Sevier, R.A. (1999). Much ado about something: Understanding the strategic opportunities afforded by integrated marketing (White Paper No. 7) [On-line]. Available: www.stamats.com/whitepapers/.

This eight-page report is an excellent summary of integrated marketing (IM) as it is related to higher education. The paper clarifies the difference between integrated marketing (IM) and integrated marketing communication (IMC). The author explains that there is "no one, generally accepted definition of integrated marketing" (p. 1). The six elements of IM are 1)

outward focus; 2) desire to address strategic problems strategically rather than tactically; 3) strategic, organizational and message integration; 4) active listening to the customer; 5) database dependence; 6) coordination of messages. Integrated marketing is described as the umbrella concept, with IMC as the promotion/communication of IM. Many higher education administrators mean promotional plans when they request marketing plans. Marketing, Sevier explains, deals with product, price, place and promotion.

Sevier, R.A., and Johnson, R.E. (Ed.) (1999). Integrated marketing communication. Washington, DC: Council for Advancement and Support of Education (CASE).

This follow-up publication to Sevier's 1998 book on integrated marketing clearly differentiates between integrated marketing (IM) and integrated marketing communication (IMC). A variety of authors provide practical advice for marketing leaders in higher education. The book discusses research, explains how to decide if IM or IMC is right for a certain institution, offers organizational models that best support integrated marketing, and focuses mainly on the communication and promotion aspect of IM. Chapters of the book relate strategies and tactics to develop a visual identity system, handle crisis communication, and coordinate special events and celebrations. Sevier and Johnson use bullet points, checklists, feature sidebars, charts, graphs and tables to provide much of the information in quick-read formats. The appendices include a guide to creating a graphics identity manual.

Other resources related to integrated marketing and integrated marketing communiction

Corporate Images Inc. (1997-99). Advantages to the integrated marketing approach [On-line]. Available: http://www.corporate-images.com/services/imadv.htm.

American Marketing Association. (1960). Marketing definitions: A glossary of marketing terms. Chicago: Author.

American Marketing Association. (1999). Symposium for the marketing of higher education (10th symposium proceedings series). Chicago: Author.

Arbeiter, L. (1998). Save the news bureaus! Integrated marketing may be all the rage, but it's not the solution for everyone. Here's why. Currents, 24(1), 30.

Beard, F. (1996). Integrated marketing communications: New role expectations and performance issues in the client-ad agency relationship? Journal of Business Research, 37(3), 207.

Beardon, W.O., & Madden, C.S. (1996). A brief history of the future of advertising: Visions and lessons from integrated marketing communication. Journal of Business Research, 37(3), 135.

Belch, G.E., & Belch, M.A. (1995). Introduction to advertising and promotion: An integrated marketing communication perspective (3rd ed.). Chicago: Irwin.

Cook, W.A. (1997). Integrated marketing communications – performing together. Journal of Advertising Research, 37(5), 5.

De Chant, M. (1995, November/December). The changing face of marketing. Marketing Tools [On-line]. Available: http://www.demogrpahics.com/ publications/mt/95_mt /9511_mt/mt362.htm.

Dollar, D.O. (1984). A five-stage marketing typology for community colleges. (ERIC Document Reproduction Service No. ED 239 688)

Drake, O.B. (1999, April 22). 12 things to celebrate [On-line]. Available: www.aaaa.org/resources/transcripts/99speech.html.

Druesne, B., & Zavada, M. (1978). Reach students effectively. Currents, 4(5), 17-19.

Duncan, T. (1993a). Integrated marketing? It's synergy. Advertising Age, 64(10), 22.

Duncan, T. (1993b). To fathom integrated marketing, dive! Advertising Age, 64(43), 18.

Duncan, T. (1994). Is your marketing communications integrated? Advertising Age, 65(4), 26.

Duncan, T. (1995). The concept and process of integrated marketing communication. Integrated Marketing Communications Research Journal, 1, 3-10.

Duncan, T., & Everett. S.E. (1993). Client perceptions of integrated marketing communications. Journal of Advertising Research, 22(3), 30-39.

Duncan, T., Moriarty, S., & Newsom, D. (1998). Driving brand value: Using integrated marketing to manage profitable stakeholder relationships. Public Relations Review, 24(1), 112.

Fawcett, A.W. (1993). Integrated marketing – marketers convinced: Its time has arrived. Advertising Age, 64(47), S1-S2.

Ferrari, M.R., & Lauer, L.D. (2000). Vision of the future: Move integrated marketing out of the communications office and into the entire institution with participatory strategic planning. Currents, 26(2), 18-23.

Finn, M. (1994, June 16). Integration once again rears its no-so-ugly head. Marketing, p. 10.

Franzak, F.J., & Cowles, D.L. (1993). Viewing the curriculum as a product: Implications from a marketing research study. Journal of Marketing for Higher Education, 4(1-2), 143-158.

Gearing up: Integrateing your marketing plan. (1999, May). Applications. Cedar Rapids: Stamats Communications Inc.

Griffen, W.G., & Pasadeos, Y. (1998). The impact of IMC on advertising and public relations education. Journalism and Mass Communication Educators, 53(2), 4-18.

Harris, T.L. (1993). How MPR adds value to integrated marketing communications. Public Relations Quarterly, 38(3), 13-18.

Hume, S. (1992). Execs debate: Who rules in integrated marketing area. Advertising Age, 67(47), 3, 52.

Hume, S. (1993). Integrated marketing: Who's in charge here? Advertising Age, 64(12), 3, 52.

Hunter, J. (1997). Strategic marketing for educational institutions. Journal of the Academic of Marketing Science, 25(2), 173-75.

Hutton, J. (1995, March). Integrated marketing communications and the evolution of marketing thought. Paper presented at the American Academy of Advertising Annual Conference, Norfolk, VA.

Hutton, J.G. (1996). Integrated marketing communications and the evolution of marketing thought. Journal of Business Research, 37(3), 155.

Kitchen, P.J. (1993). Marketing communication renaissance. International Journal of Advertising, 12(4), 367-386.

Kitchen, P.J. (1994). The marketing communications revolution: A leviathan unveiled. Marketing Intelligence and Planning, 12(2), 19-25.

Kitchen, P.J., & Moss, D.A. (1995). Marketing and public relations: The relationship revisited. Journal of Marketing Communications, 1(2), 105-109.

Kitchen, P.J., & Proctor, R.A. (1991). The increasing importance of public relations in the U.K. – FMCG firms. Journal of Marketing Management, 7, 357-391.

Lauer, L.D. (1995). A team effort at TCU scores a touchdown. Trusteeship, 3(6), 18-21.

Lauer, L.D. (1998). Need visibility: Get integrated. Currents, 24(1), 12-19.

Lauer, L.D. (1999). Marketing across the board. Currents, 25(1), 19-24.

Lindell, P.G. (1997, May 26). You need integrated attitude to develop IMC. Marketing News, p. 6.

McArthur, D.N., & Griffen, T. (1997). A marketing management view of integrated marketing communications. Journal of Advertising Research, 37(5), 19.

Miklich, B.A. (1988). An integrated marketing effort: How it is implemented. Journal of Marketing for Higher Education 1, 15-30.

Mitchell, A. (1994, February 17). A clear message. Marketing, pp. 17-18.

Montague, C. (1994, April/May). Integrated marketing, ready or not [On-line]. Available: www.demographics.com/publications/mt/94_mt/9404_mt/mt192.htm.

Moore, R.M. (1999a). Surveying the field: A 1998 study reveals the strengths and weaknesses of campus integrated marketing efforts. Currents, 25(1), 26-29.

Moore, R.M. (1999b, December). Integrated marketing 1999. Presentation at District V Conference of the Council for the Advancement and Support of Education, Chicago, Il.

Moore, R.M. (2000). Putting more into marketing: Highlights from Lipman Hearne's second integrated marketing survey. Currents, 26(4), 38-41.

Novelli, W.D. (1989-90). One-stop shopping: Some thoughts on integrated marketing communications. Public Relations Quarterly, 34(4), 7-8.

Nowak, G., & Phelps, J. (1994). The integrated marketing communications phenomenon: An examination of its impact on advertising practices and its implications for advertising research. Journal of Current Issues and Research in Advertising, 16(1), 49-66.

Percy, L. (1998). Strategies for implementing integrated marketing communications. Chicago: NTC Publishing Group.

Phelps, J., Plumley, J., & Johnson, E. (1994). Integrated marketing communications: Who is doing what? In K.W. King (Ed.), Proceedings of the 1994 Conference of the American Academy of Advertising (pp. 143-145). Athens, GA: University of Georgia.

Rose, P.B. (1996). Practitioner opinions and interests regarding IMC in selected Latin American countries. Journal of Marketing Communications, 2(3), 125-39.

Rose, P.B., & Miller, D.A. (1994). Merging advertising and PR: Integrated marketing communications. Journalism Educator, 49(3), 52-63.

Schultz, D.E. (1991). Integrated marketing communications: The status of integrated marketing communications programs in the U.S. today. Journal of Promotion Management, 1, 37-41.

Schultz, D.E. (1993a.February 15). We simply can't afford to go back to mass marketing. Marketing News, p. 12.

Schultz, D.E. (1993b, March 15). Integration helps you plan communications from outside in. Marketing News, p. 20.

Schultz, D.E. (1993c, July 19). How to overcome the barriers to integration. Marketing News, 16.

Schultz, D.E. (Ed.). (1996). Journal of Marketing Communications, 2(3) [Special edition devoted to integrated marketing communication].

Schultz, D.E. (1997, August 18). Check out your level of integration. Marketing News, pp. 10, 16.

Schultz, D.E. (1998, May 18). Invest in integration. Sales & Marketing, p. 20.

Schultz, D.E., & Kitchen, P.J. (1997). Integrated marketing communications in U.S. advertising agencies: An explanatory study. [Special issue: Integrated marketing communications – performing together]. Journal of Advertising Research, 5(37), 7.

Schultz, D.E., Tannenbaum, S.I., & Lauterborn, Robert F. (1993). Integrated marketing communications: Putting it together and making it work. Lincolnwood, IL: NTC Business Books.

Schultz, D.E., Tannenbaum, S.I., & Lauterborn, Robert F. (1994). The New Marketing Paradigm: Integrated Marketing Communications. Lincolnwood, IL: NTC Business Books.

Sevier, R.A. (1997a). Acting strategically: A handful of breakthrough strategic moves that will strengthen your position in the marketplace (White Paper No. 4) [On-line]. Available: www.stamats.com/whitepapers/.

Sevier, R.A. (1997b). Shifts and nudges: Important lessons from old and new approaches to marketing colleges and universities (White Paper No. 5) [On-line]. Available: www.stamats.com/whitepapers/.

Sevier, R.A. (1998). Integrated marketing for colleges, universities and schools: A step-by-step planning guide. Washington, D.C.: Council for Advancement and Support of Education.

Sevier, R.A. (1999a, May). Marketplace trends: Emerging trends that will impact your ability to recruit students, raise dollars and market your institution. Presentation at the Council for the Advancement and Support of Education (CASE) conference in St. Louis, Missouri, on "Successful Integrated Marketing Strategies."

Sevier, R.A. (1999b). Much ado about something: Understanding the strategic opportunities afforded by integrated marketing (White Paper No. 7). Cedar Rapids: Stamats Communications Inc.

Sevier, R.A., and Johnson, R.E. (1999). Integrated marketing communication. Washington, DC: Council for Advancement and Support of Education (CASE).

Shimp, T.A. (1993). Promotion management and marketing communications (3rd ed.). Kent DA 14 5H, UK: Harcourt, Brace, Jovanovich International Edition.

Simpson, C. (1998). The day we closed the news bureau. Currents, 24(1), 26-32.

Smith, J. (1995, November/December). Integrated marketing. Marketing Tools [On-line]. Available: http://www.demographics.com/publications/ mt/95_mt/9511_mt/mt362.htm

Stanton, E.M. (1991). PR's future is here: Worldwide integrated communications. Public Relations Quarterly, 36(1), 46-47.

Succeed through integrated marketing plans. (1998, July 16). Business Line. [Lexis-Nexis Academic University on-line document]. Available: http://web.lexis-nexis.com/universe/document23.

Thomas, K. (1997). Marketers "not satisfied" with marketing efforts. [On-line, Lexis-Nexis]. ABI/INFORM, 117(4), 18.

Totorici, A.J. (1991). Maximizing marketing communications through horizontal and vertical orchestration. Public Relations Quarterly, 36(1), 20-21.

Wackman, D.B., Salmon, C.T., & Salmon, C.C. (1986). Developing an advertising agency-client relationship. Journal of Advertising Research, 25(6), 21-28.

Watershoot, W., & Bulte, C. (1992). The four P classification of the marketing mix revisited. Journal of Marketing, 56(4), 83-93.

What is integrated marketing? (1998, Fall). Applications. Cedar Rapids: Stamats Communications Inc.

Wolter, L. (1993, September 13). Superficiality, ambiguity threatens IMC's implementation and future. Marketing News, pp. 12, 21.

Yarbrough, J.F. (1996). Putting the pieces together: While many marketers are grappling with the true meaning of integrated marketing, some companies are already reaping profits from the savvy strategy. Sales & Marketing Management, 148(9), 68.

APPENDIX E

Marketing/Marketing Management

This appendix includes marketing sources that do not specifically mention integrated marketing. They do, however, provide a good foundation for important IM processes, including planning, positioning, and market research. Many of the concepts central to IM evolved from business marketing. The book by Kotler and Fox (1995) is especially relevant for higher education marketing professional and administrators.

Some of the best sources

Beckwith, H. (1997). Selling the invisible: A field guide to modern marketing. New York: Warner Books Inc.

This 252-page book is a quick read with one- to two-page briefs on marketing, planning, positioning, customer satisfaction and more. Beckwith's focus is service. He explains the importance of research for finding out what customers really think about an organization. Relevant to higher education is this concept: "If you're selling a service, you're selling a relationship" (p. 42). He emphasizes the need to study each point of contact with customers – then to improve each one significantly. Beckwith gives 18 fallacies of planning, and he explains how people become anchored to their first impressions. The lessons in this book apply well to higher education.

Constantine, K.K. (1986). An annotated bibliography of higher education marketing. Chicago: American Marketing Association.

This helpful hardbound volume cites sources from 1980 to the summer of 1986. It includes information from the Education Index, Resources in Education and the Education Resources Information Center (ERIC). The bibliography includes 218 items, of which 169 are annotated. Called the first comprehensive listing of higher education marketing materials, Constantine's bibliography was categorized by marketing function and by its application in the higher education setting. Reviewing this book could save a researcher or practitioner hours of time if reviewing marketing documents from the 1980s.

Kotler, P. (1994). Marketing management (8th ed.). Englewood Cliffs, NJ: Prentice-Hall.

This textbook by one of the best-known names in marketing circles gives a thorough and detailed overview of every aspect of marketing. Dr. Philip Kotler of Northwestern University has written more than 20 books and hundreds of articles. Although this book is much broader than higher education or enrollment management, it explains key concepts such as building an image, positioning an organization, differentiating a service from the competition, and assessing a marketing program. The book includes the Marketing Effectiveness Rating Instrument, which has been used in some form in numerous dissertations to measure marketing programs in colleges and universities.

Kotler, P., & Fox, K.F.A. (1995). Strategic marketing for educational institutions (2nd ed.). Englewood Cliffs, NJ: Prentice Hall.

Originally published in 1985, this guidebook provides marketing guidance for practitioners who work in colleges and universities as well as other types of schools. In an extremely thorough, 475-page book, the authors explain marketing in the education arena. The book is divided into six main sections: 1) understanding marketing; 2) planning marketing; 3) understanding markets; 4) designing marketing programs; 5) applying marketing; and 6) evaluating marketing activities. Kotler and Johnson explain the concepts of marketing research and explain how to implement a marketing program. They tie marketing to strategic planning, using a strategic planning process model. The book also takes readers through each stage of the planning process, using examples, charts and lists to explain market planning more effectively. Content areas include image and image modification, target marketing, designing educational programs that meet market needs, retention programs, and enrollment management models. Possibly because of the timing of this edition, it does not emphasize the role of the Internet or email communication in enrollment management or general marketing.

Sevier, R.A. (1997). Shifts and nudges: Important lessons from old and new approaches to marketing colleges and universities (White Paper No. 5) [On-line]. Available: http://www.stamats.com/whitepapers/.

This report provides a valuable history lesson for higher education marketing practitioners. Sevier tracks marketing back to its business roots and explores the broad definition of marketing espoused by Dr. Philip Kotler more than a decade ago. As Sevier explains, Kotler correctly noted that marketing is a "research-based, policy directed activity designed to meet the self-needs of both the institution and target audiences through the advancement of the 4Ps:

product, price, place and promotion" (p. 2). The article stresses that on most campuses, presidents still think of marketing as promotion.

Other resources related to marketing and marketing management

Alexander, F.J. (1978). Administrative opinions concerning the utilization of marketing strategies in management of higher education institutions in the United States (Doctoral dissertation, Memphis State University, 1978). Dissertation Abstracts International, 39, 7A4072

Appel, D.L. (1986). Marketing. Washington, D.C.: National Catholic Educational Association.

Bartels, R. (1962). The development of marketing thought. Homewood, IL: Richard D. Irvin.

Barton, D.W., Jr. (1978). Marketing higher education. San Francisco: Jossey-Bass.

Beder, H. (Ed.). (1986). Marketing continuing education. New Directions for Continuing Education, 31. San Francisco: Jossey-Bass.

Berry, L.L., & George, W.R. (1978). Marketing the university: Opportunity in an era of crisis. In P.J. Montana (Ed.). Marketing in Nonprofit Organizations (pp. 159-71). New York: AMACOM.

Beyers, B. (1998, Summer). Big marketers on campus. National Crosstalk. Washington, D.C.: National Center for Public Policy and Higher Education.

Brooker, G., & Noble, M. (1985) The marketing of higher education. College and University, 60(3), 191-200.

Brooks, L.R., & Hammons, J.O. (1993). Has higher education been using the wrong marketing approach? Journal of Marketing for Higher Education, 4(1-2), 27-48.

Catri, D.B., & Kirby, B.R. (1996). Marketing and marketing effectiveness perceptions of Ohio Vocational Education Planning District (VEPD) Superintendents. Journal of Vocational and Technical Education, 12(2), 17-28.

Compton, P.K. (1980). Marketing practices of administrators of successful continuing education programs (Doctoral dissertation, The Ohio State University, 1980). Dissertation Abstracts International, 41, 1A120.

Conant, J.S. (1986). Strategic organizational styles and marketing management performance: An empirical policy study (Doctoral dissertation, Arizona State University, 1986). Dissertation Abstracts International, 47, 4A1407.

Dann, D.D. (1982). The status, scope and structure of marketing in a selected group of community colleges. (ERIC Document Reproduction Service No. JC 830 286)

De Chant, M. (1995, November/December). The changing face of marketing [On-line]. Marketing Tools [On-line]. Available: http://www.demographics.com/publications/mt/95_mt/9511_mt/mt362.htm.

Dollar, D.O. (1984). A five-stage marketing typology for community colleges. (ERIC Document Reproduction Service No. ED 239 688)

Feig, B. (1997). Marketing straight to the heart. New York: American Management Association.

Firoz, M.N. (1982). Marketing in nonprofit higher education (Doctoral dissertation, North Texas State University, 1982). Dissertation Abstracts International, 43, 3A909.

Foxall, G.R. (1981). Strategic Marketing Management. London, England: Halsted Press.

Grabowski, Stanley. (1981). Marketing in Higher Education. Washington, D.C.: American Association for Higher Education.

Graham, P. (1993). Marketing's domain: A critical review of the development of the marketing concept. Marketing Bulletin, 4, 1-11.

Hugstad, P.S. (1975). The marketing concept in higher education: A caveat. Liberal Education, 61, 504-512.

Johnson, D.I. (1979). The researcher and nonprofit marketing: Is anyone listening? In J.A. Lucas (Ed.), Developing a total marketing plan. New Directions for Institutional Research: No. 21, (pp. 87-91). San Francisco: Jossey-Bass.

Kotler, P. (1972). A generic concept of marketing. Journal of Marketing, 36(2), 46-50.

Kotler, P. (1975). Marketing for nonprofit organizations. Englewood Cliffs, NJ: Prentice-Hall.

Kotler, P. (1986). Megamarketing. Harvard Business Review, 64(2), 117-124.

Kotler, P. (1994). Marketing management (8th ed.). Englewood Cliffs, NJ: Prentice-Hall.

Kotler, P. (1997). Marketing management (9th ed.). Englewood Cliffs, NJ: Prentice-Hall International.

Kotler, P. (1999). Kotler on marketing: How to create, win and dominate markets. New York: The Free Press.

Kotler, P., & Andreasen, A. (1982). Strategic marketing for nonprofit organizations (3rd ed.). Englewood Cliffs: Prentice-Hall.

Kotler, P., & Andreasen, A. (1991). Strategic marketing for nonprofit organizations (4th ed.). Englewood Cliffs: Prentice-Hall.

Kotler, P., & Fox, K.F.A. (1985). Strategic marketing for educational institutions. Englewood Cliffs, NJ: Prentice Hall.

Kotler, P., & Fox, K.F.A. (1995). Strategic marketing for educational institutions (2nd ed.). Englewood Cliffs, NJ: Prentice Hall.

Kotler, P., & Goldgehn, L.A. (1981). Marketing: A definition for community colleges. In W.S. Keim & M.C. Keim (Eds.), Marketing the program. New Directions for Community Colleges: No. 36, (pp. 5-12). San Francisco: Jossey-Bass.

Kotler, P., & Levy, S. (1978). Broadening the Concept of Marketing. In P.J. Montana (Ed.). Marketing in Nonprofit Organizations, (pp. 3-15). New York: AMACOM.

Krachenberg, A.R. (1972). "Bringing the concept of marketing to higher education." Journal of Higher Education, 43, 369-80.

Kreider, J. (1997). Marketing your campus events to the community at large. Campus Activities Programming, 30(1), 55-61.

Lazer, W., Smith, A.E., MacLachlan, J.M., & LaBarbera, P. (Eds.) Marketing 2000: Future perspectives on marketing – An annotated bibliography. American Marketing Association.

Litten, L.H. (1980). Marketing higher education: Benefits and risks for the American academic system. Journal of Higher Education, 51(1), 40-59.

Lucas, J.A. (Ed.). (1979). Developing a total marketing plan. New Directions for Institutional Research: No. 21. San Francisco: Jossey-Bass.

Mathias, T.D. (1982). The marketing concept in certain private liberal arts colleges (Doctoral dissertation, Southern Illinois University at Carbondale, 1982). Dissertation Abstracts International, 43, 5A1443.

McCarthy, J.E. (1971). Basic marketing: A managerial approach (4th ed.). Homewood, IL: Richard D. Irvin.

Mulnix, M.W. (1996). The focus and scope of marketing in higher education: Key indicators of organizational structure (Doctoral dissertation, University of Maryland College Park, 1996). Dissertation Abstracts International, 58, 1A12.

Naidu, G.M. (1969). Systems approach to the marketing aspects of higher education (Doctoral dissertation, Michigan State University, 1969). Dissertation Abstracts International, 31, 3A871.

Phelps, D.M., and Westing, J.H. (1968). Marketing management (3rd ed.). Homewood, IL: Richard D. Irvin, Inc.

Rubino, D.A. (1988). A study of marketing as practiced by selected independent colleges and universities (Doctoral dissertation, University of Pittsburgh, 1988). Dissertation Abstracts International, 49, 6A1335.

Silva, J.A. (1998). The development of American marketing thought and practice, 1902-1940 (J. Walter Thompson Advertising Company, Consumerism, Benton and Bowles, Eastman Kodak, Corning Glass, Pennsylvania Railroad) (Doctoral dissertation, The Ohio State University, 1998). Dissertation Abstracts International, 59, 5A1741.

Simerly, R.G. (1989). Handbook of marketing for continuing education. San Francisco, CA: Jossey-Bass Inc.

Sussman, G. (1979). Views of administrators in higher education regarding the extent and adequacy of the marketing activities performed by their organizations (Doctoral dissertation, Boston College, 1979). Dissertation Abstracts International, 40, 5A2852.

Thomas, K. (1997, April). Marketers "not satisfied" with marketing efforts. [On-line, Lexis-Nexis]. ABI/INFORM, 117(4), 18.

Topor, R.S. (1985). Going to market. Currents,11(3), 25-26.

Wallingford, H.P., & Berger, K. (1993). Marketing strategies for a low endowment private university in the 1990s. Journal of Marketing for Higher Education, 4(1-2), 325-38.

Wasmer, D.J., Williams, J.R., & Stevenson, J. (1997). A reconceptualization of the marketing mix: Using the 4 C's to improve marketing planning in higher education. Journal of Marketing for Higher Education, 8(2), 29-35.

Watershoot, W., & Bulte, C. (1992). The four P classification of the marketing mix revisited. Journal of Marketing, 56(4), 83-93.

Williford, A.M. (1987). A critical analysis of marketing higher education. College and University, 63(4), 49-56.

Wilson, H. (1985). Marketing in higher education: Analysis of failure, chance for success (Doctoral dissertation, Columbia University Teachers College, 1985). Dissertation Abstracts International, 46, 12A3625.

Winston, G.C. (1997). Why can't a college be more like a firm? Change, 29(5), 32-38.

Zickmund, W.G., & D'Amico, M. (1996). Marketing (5th ed.). New York: West Publishing Company.

APPENDIX F

Planning in Higher Education

The need for institutional planning is emphasized by virtually every source that thoroughly discusses integrated marketing. The references listed in this appendix provide solid information about strategic planning in the higher education setting. Ideally, an institution sets its mission and strategic direction, and an integrated marketing plan is "nested" beneath this umbrella plan. Interestingly, Williams (2000) actually encourages higher education administrators to replace strategic planning with standard marketing procedures.

Some of the best sources

Kotler, P., & Murphy, P.E. (1981). Strategic planning for higher education. Journal of Higher Education, 52(5), 470-489.

Kotler and Murphy's article states that if colleges and universities are going to survive the difficult years ahead, they need a strong emphasis on planning – specifically on strategic market planning. They call this type of planning "the most revolutionary commercial sector development in the last ten years" which "promises to be a potent tool for use in nonprofit organizations" (p. 470). Strategic planning and strategic market planning are used interchangeably in the article to mean "the process of developing and maintaining a strategic fit between the organization and its changing market opportunities" (p. 471). Kotler and Murphy apply this process to higher education. The steps in the Strategic Planning Process Model described are: analyze the environment, review major resources, formulate appropriate goals, choose cost-effective strategies, determine appropriate organizational design, and improve system designs. Kotler and Murphy explain that the most important benefit of strategic planning

is to force higher education decision-makers to undertake a more market-oriented approach to long-range planning. Although this article is 20 years old, the concepts are relevant and applicable today.

Sevier, R.A. (2000). Strategic planning in higher education: Theory and practice. Washington, DC: Council for Advancement and Support of Education.

This 186-page, spiral-bound guide to planning provides a thorough overview focused on the special needs and challenges facing higher education. The book is filled with examples, checklists and forms to be used by planning teams at colleges and universities. It covers such topic areas as trends in the changing environment, theories of planning, fear of change, and the strategic planning process. The book also explains how to clarify a mission statement and core values, establish a vision for the future, conduct a situation analysis, develop a strategy and implement the plan. Nine appendices offer planning documents and various planning resources. Sevier also included a complete bibliography. He is vice president for research and marking and general manager at Stamats Communications.

Nedwek, B.P. (Ed.). (1996). Doing academic planning: Effective tools for decision making. Ann Arbor, MI: The Society for College and University Planning.

Various authors deal with environmental planning, curriculum planning, enrollment management, human resource planning, student services, planning for information technology, and academic planning within a larger context. Nedwek provides a strong introduction that explains the trends in higher education that affect planning. Although this guidebook does not specifically address marketing, the two chapters on enrollment management discuss key issues:

recruitment and retention analysis tools and financial aid strategic planning. The sections on environmental scanning give a good overview for university leaders and marketing practitioners.

Society for College and University Planning (SCUP). Available: www.scup.org. [Planning for Higher Education, published by SCUP, is partially archived online (contents of Winter 2000-2001, full text of Fall 2000) with other issues available online soon.]

Without a doubt, the single greatest source of information on planning in higher education is the Society. Plan Ahead is an online newsletter that is regularly updated. Links to plans from other higher education institutions, online periodicals and books, and workshops and conferences quickly provide valuable resource material. Planning Ahead is the quarterly journal of the Society. Each article in SCUP's journal becomes available online three months after its publication. Especially valuable is the "Noteworthy Articles" section of the journal, which provides a bibliography on planning compiled from a quarterly scan of higher education journals and publications. SCUP also has a resource catalog online. Included in the catalog are a number of books published by SCUP as well as videotapes of SCUP-PBS satellite conferences and programs.

Williams, R.L. (2000). Out with the old, in with the new: It's time for academe to replace strategic planning with standard marketing procedures. Currents 26(1), 63-64.

Williams argues that strategic planning as generally practiced by higher education has become ineffective, for various reasons: fear of hard decisions; passive-aggressive behavior at the institutional level; fuzzy, unmeasurable goals; and the "all things to all people" syndrome (p. 64). He believes a marketing approach to planning is more effective. First, marketing is truly integrative and holds greater potential for bringing units and people together. Second, marketing

is grounded in reality and depends on knowledge from front-line people who have contact with the market. Third, marketing is customer- or client-oriented, which allows an institution to be more responsive to the dynamic external world. Fourth, marketing is survey- and perception-driven. Fifth, marketing progress is easy to measure – such as hitting enrollment goals or fund-raising goals. And sixth, marketing pays attention to relationships.

Other resources relating to planning in higher education

Allen, B.H. (1978, May). The role of institutional research in the college and university marketing process. Paper presented at the annual Association for Institutional Research Forum, Houston, Texas. (ERIC Document Reproduction No. ED 161 391)

Detomasi, D. (1995). Mission statements: One more time. Planning for Higher Education, 24(1), 31-35.

Dill, D.D. (1996). Academic planning and organizational design: Lessons from leading American universities. Higher Education Quarterly, 50(1), 35-53.

Dolence, M.G., Rowley, J., & Lujan, H.D. (1997). Working toward strategic change: A step-by-step guide to the planning process. San Francisco: Jossey-Bass Inc.

Farmer, D.W. (1993). Developing a collegial approach to integrated planning at a small college: Communication, understanding and cooperation. Planning for Higher Education, 11(3), 18-24.

Hall, C. (1993). Demystifying marketing: Campuses use and confuse this concept. To understand it, start by cutting through the fog. Currents, 19(2), 30.

James, R.F. (1995). Using strategic planning in marketing education: A state model. Business Education Forum, 50(2), 38-40.

Jedamus, P. Peterson, M.W., & Associates. (1980). Improving academic management: A handbook of planning and institutional research. San Francisco: Jossey-Bass Inc.

Lieshoff, S. (1993, November). Environmental scanning: Charting your way through the data explosion. Paper presented at the Annual Adult Education Conference, Dallas, Texas. (ERIC Document Reproduction No. ED 367 248)

Liu, S.S. (1998). Integrating strategic marketing on an institutional level. Journal of Marketing for Higher Education, 8(4), 17-28.

Lynch, J., Carver, R., Jr., & Virgo, J.M. (1996). Quadrant analysis as a strategic planning technique in curriculum development and program marketing. Journal of Marketing for Higher Education, 7(2), 17-32.

Marconi, J. (1999). The complete guide to publicity: Maximize visibility for your product, service or organization. Lincolnwood, IL: NTC Business Books.

May, S.A. (1996, September). Development of an updated strategic marketing plan for Fox Valley Technical College. Ft. Lauderdale, FL: Nova Southeastern University, Doctor of Education Practicum Report. (ERIC Document Reproduction Service No. ED 400 459).

Morrison, J.L. (1992). Environmental scanning. In M.A. Whiteley, J.D. Porter & R.H. Fenske (Eds.). The primer for institutional research (pp. 87-99). Tallahassee, Fl.: Association for Institutional Research.

Pyke, L. (1993). Planning and marketing for educational institutions. Australian Journal of Adult and Community Education, 33(2), 94-100.

Rickard, C.E., & Harding, M.A. (2000). Strategic planning: A defined vision to facilitate institutional change. College and University Journal, 75(3), 3-7.

Scigliano, J.A. (1981, March). Techniques of strategic planning and marketing for higher education programs. Paper presented at the annual meeting of the Association for the Study of Higher Education, Washington, D.C.

Scigliano, J.A. (1983). A systems approach to the design and operation of effective marketing programs in community colleges. Community/Junior College Quarterly, 7, 139-160.

Sevier, R.A. (2000). Exploring the relationship between strategic planning and integrated marketing. Manuscript in preparation.

Spencer, R., & Dock, S. (1978). Organizing an integrated planning, research and marketing process. Media, PA: Delaware County Community College. (ERIC Document Reproduction Service No. JC 790 380)

Ryans, C.C., & Shanklin, W.L. (1986). Strategic planning, marketing and public relations, and fund-raising in higher education: Perspectives, readings, and annotated bibliography. Lanham, MD: Scarecrow Press.

APPENDIX G

Public Relations/Promotion

Public relations (PR) and promotion are key components of integrated marketing. Some researchers place marketing under the PR umbrella; others believe marketing should be the umbrella function. Regardless of the university structure, public relations and promotion (also called integrated marketing communication) were being used at colleges and universities long before the terms "marketing" or "integrated marketing" came into play.

Some of the best sources

Cutlip, S.M., Center, A.H., & Broom, G.M. (1999). Effective public relations (8th ed.). Englewood Cliffs, NJ: Prentice Hall.

This hardcover textbook provides a comprehensive summary of public relations (PR) theory, principles, history, management and practices. Called by some the "bible" of public relations, it is an authoritative and comprehensive reference for serious students of public relations. It offers a conceptual framework for understanding the foundations of PR, but some critiques find it more theoretical than practical. This 588-page book is a basic primer about public relations, often used in Introduction to Public Relations courses.

Miklich, B.A. (1988). An integrated marketing effort: How it is implemented. Journal of Marketing for Higher Education 1, 15-30.

Miklich (1988) was one of the first scholars to argue for the integration of marketing and public relations (PR) in higher education. Miklich defined an integrated communication system as a "consumer-oriented approach by all departments of an organization" (p. 16), where marketing and public relations efforts are coordinated by one high-level administrator. The

article suggested four actions that top administrators should take in building a successful integrated communication/PR effort: 1) develop a marketing-oriented attitude among all members of the organization, 2) place one top-level administrator in charge of marketing, public relations and communication functions, 3) develop a strategic plan that integrates with the overall goals of the organization, and 4) coordinate all promotional activities for greater effectiveness.

Walker, A.E. (1993, 1994, 1995, 1996, 97). PR bibliography. Public Relations Review, 19, 20, 21, 22, 23. Greenwich, CT: JAI Press.

Annual volumes of this public relations annotated bibliography are available. They are based on searches of 100-200 periodicals, books and journal articles that relate to the knowledge and practice of PR. The bibliography is divided into 30 categories, from business ethics to writing techniques. The largest categories relate to business credibility, business ethics and business responsibility. Other sub-classifications include media relations, management and marketing, communication, crisis and issues management, and the PR profession. This research synthesis does not focus on higher education but gives a broad overview of the hottest topics in the public relations field in a given year.

Other resources relating to public relations and promotion

Berger, K.A., & Wallingford, H.P. (1996). Developing advertising and promotion strategies for higher education. Journal of Marketing for Higher Education, 7(4), 61-72.

Caywood, C.L. (1997). The handbook of strategic public relations and integrated communications. New York, NY: McGraw-Hill.

Cutlip, S.M. (1970). Advertising higher education: The early years of college public relations (Part I). College and University Journal, 9(4), 21-28.

Cutlip, S.M. (1971) Advertising higher education: The early years of college public relations (Part II). College and University Journal, 10(1), 25-33.

Gores, M. (1996). If I buy an ad, will you print my story? How to work with your local newspaper to promote adult education programs. Adult Learning, 7(5), 9-10.

Harris, B.W. (1998). Using public relations to protect and promote the community college image. Community College Journal, 68(3), 21-24.

Hayes, T.L., & Kotler, P. (1998). Value-added public relations: The secret weapon of integrated marketing. Lincolnwood, IL: NTC Business Books.

Holtz, S. (1998). Public relations on the net: Winning strategies to inform and influence the media, the investment commmunity, the government, the public, and more! New York: AMACOM.

Kitchen, P.J., & Moss, D.A. (1995). Marketing and public relations: The relationship revisited. Journal of Marketing Communications, 1(2), 105-109.

Kitchen, P.J., & Proctor, R.A. (1991). The increasing importance of public relations in the U.K. – FMCG firms. Journal of Marketing Management, 7, 357-91.

Lauzen, M.M. (1993). When marketing involvement matters at the manager level. Public Relations Review, 19(3), 247-59.

Middleberg, D. (2000). Winning PR in the wired world: Powerful communications strategies for the noisy digital space. New York: McGraw-Hill Publishing.

Seitel, F.P. (1989). The practice of public relations (4th ed.). Columbus, OH: Merrill Publishing Co.

Seitel, F.P., Frost, R.D., Strauss, J., & Tucker, K. (1999). The practice of public relations (7th ed.). Englewood Cliffs, NJ: Prentice Hall.

Shimp, T.A. (1993). Promotion management and marketing communications (3rd ed.). Kent DA 14 5H, UK: Harcourt, Brace, Jovanovich International Edition.

Stanton, E.M. (1991). PR's future is here: Worldwide integrated communications. Public Relations Quarterly,36(1), 46-47.

Topor, R.S. (1993). Media and marketing – A powerful new alliance for higher education. Mountain View, CA: Educational Catalyst Publication.

Wilcox, D., Ault, P., & Agee, W.K. (1986). Public relations: Strategies and tactics. New York: Harper & Row Publishers.

Yale, D.R., & Knudsen, A. (Ed.) (1995). Publicity and media relations checklists: 59 proven checklists to save time, win attention, and maximize exposure with every public relations and publicity contact. Lincolnwood, IL: NTC Business Books.